DOCUMENT RESUME

ED 450 233 CE 081 367

TITLE	Helping Residents Succeed on the Job: How To Design and Deliver an Effective Job Retention Program. Neighbor Networks.
INSTITUTION	Department of Housing and Urban Development, Washington, DC. Office of Multifamily Housing.
PUB DATE	1999-12-00
NOTE	12p.; For other Neighborhood Networks documents, see ED 433 452, ED 434 225, ED 437 558, ED 438 081 and ED 438 375.
AVAILABLE FROM	U.S. Department of Housing and Urban Development, Neighborhood Networks, 9300 Lee Highway, Fairfax, VA 22031-1207; Tel: 888-312-2743 (Toll Free); TTY: 703-934-3230. For full text: http://www.hud.gov/nnw/nnwguide016.pdf.
PUB TYPE	Guides - Non-Classroom (055)
EDRS PRICE	MF01/PC01 Plus Postage.
DESCRIPTORS	Adult Education; *Community Centers; Community Education; Computer Assisted Instruction; Employment; Employment Services; *Helping Relationship; Job Placement; Job Search Methods; *Labor Turnover; Low Income Groups; Mentors; Outreach Programs; Reentry Workers; *Resource Centers; Social Support Groups; *Tenure; Unemployment; *Welfare Recipients

ABSTRACT

This guide describes how Neighborhood Networks centers can identify, provide, and use local partners and center staff to deliver effective follow-up retention services to residents who have just made the transition from unemployment to employment. (Neighborhood Networks, a community-based initiative, encourages the development of resource and computer learning centers in Department of Housing and Urban Development [HUD]-assisted and/or -insured properties.) It presents a 10-step approach to effective job retention, showing centers how to: (1) address difficult issues residents may face when they become employed; (2) develop tactics for helping newly employed residents at critical intervention points; (3) identify and develop an effective retention program; (4) determine the scope of retention services residents need to succeed in the workplace; (5) assess and deliver retention services; (6) evaluate and upgrade essential local support services; (7) use local mentoring programs to supplement retention efforts; (8) create and implement employer outreach and information programs; (9) identify better jobs and market niches for residents; and (10) establish resource centers for residents in their second and third job search. Descriptions of five national best practice retention support models are provided. (YLB)

Reproductions supplied by EDRS are the best that can be made
from the original document.

ED 450 233

HELPING RESIDENTS SUCCEED ON THE JOB: HOW TO DESIGN AND DELIVER AN EFFECTIVE JOB RETENTION PROGRAM

DECEMBER 1999

U.S. DEPARTMENT OF EDUCATION
Office of Educational Research and Improvement
EDUCATIONAL RESOURCES INFORMATION CENTER (ERIC)
X This document has been reproduced as received from the person or organization originating it.
☐ Minor changes have been made to improve reproduction quality.
• Points of view or opinions stated in this document do not necessarily represent official OERI position or policy.

CE 041 367

BEST COPY AVAILABLE

TABLE OF CONTENTS

Page

Helping Residents Succeed on the Job: How to Design and Deliver an Effective Job Retention Program 1

Introduction 1

Ten Steps to Providing Effective Follow-up Retention Services 2

Step 1. Address Difficult Issues Residents May Face When They Become Employed 2
Step 2. Develop Tactics for Helping Newly Employed Residents at Critical Intervention Points 3
Step 4: Determine the Scope of Retention Services Residents Need to Succeed in the Workplace 4
Step 5. Assess and Deliver Retention Services 5
Step 6. Evaluate and Upgrade Essential Local Support Services 6
Step 7. Utilize Local Mentoring Programs in Supplementing Retention Efforts 6
Step 8. Create and Implement Employer Outreach and Information Programs 7
Step 9. Identify Better Jobs and Market Niches for Residents 7
Step 10. Establish Resource Centers for Residents in Their Second or Third Jobs 8

National Best Practice Retention Support Models: 9

Helping Residents Succeed on the Job: How to Design and Deliver An Effective Job Retention Program

Introduction

Research indicates that as many as half of welfare recipients who find work and leave public assistance lose those jobs and return to assistance within a year. Consequently, simply helping residents find employment is not enough.

Effective retention support for these individuals is often the difference between success and failure. This means providing newly hired workers with the emotional and non-job related service support they need to make a successful transition into a job and hold on to it. Follow-up retention services, such as helping new employees with child care or transportation, or mediating domestic disputes or worksite conflicts with supervisors, provide residents with the tools needed to hold onto their first or second jobs and start to build a strong employment history. This is critical to obtaining better jobs and the ultimate objective of self-sufficiency. It means helping them adapt to the new demands of a business environment, including understanding the importance of punctuality, dress and professional behavior.

Many of the issues, such as child care and transportation, that are addressed through retention services should have been raised as soon as the resident begins job readiness training in preparation for job search and placement. Once the resident begins employment, center staff or service provider case managers should maintain at a minimum weekly contact with residents to help them resolve unexpected issues on or off the job that may lead to job loss. Close contact and support by case managers in the first weeks of a new job provides many new workers with the confidence and emotional stability to be productive and successful in their jobs.

This guide describes how Neighborhood Networks centers can identify, provide, and use local partners and center staff to deliver effective follow-up retention services to residents who have just made the transition from unemployment to employment.

Preceding guides in this series include:

- ❑ How to Design and Deliver an Effective Employment Program
- ❑ How to Design and Deliver an Effective Job Readiness Training Program
- ❑ How to Design and Deliver an Effective Job Development Program

Neighborhood Networks is a community-based initiative launched by the U.S. Department of Housing and Urban Development's (HUD) Office of Multifamily Housing in September 1995. It encourages the development of resource and computer learning centers in HUD-assisted and/or -insured properties. By 1999, there were more than 500 centers in operation and another 700 in various stages of development.

This guide presents a 10-step approach to effective job retention. It shows centers how to:

1. Address difficult issues residents may face when they become employed;
2. Develop tactics for helping newly employed residents at critical intervention points;
3. Identify and develop an effective retention program;
4. Determine the scope of retention services residents need to succeed in the workplace;
5. Assess and deliver retention services;
6. Evaluate and upgrade essential local support services;

7. Utilize local mentoring programs in supplementing retention efforts;
8. Create and implement employer outreach and information programs;
9. Identify better jobs and market niches for residents; and
10. Establish resource centers for residents in their second and third job search.

Neighborhood Networks centers can use this guide in different ways, depending on how they deliver employment services. They can partner with other services providers or deliver the services. Here's how:

- ❑ **Contract or partner with other service providers**. This should be the first option due to the labor-intensive requirement of an effective follow-up retention program. Neighborhood Networks centers may elect to turn to local nonprofit or for-profit service providers who offer follow-up retention support as part of their job placement initiative. Ensure that the service provider you choose has case managers who will work with the same resident starting during the job search and will provide moral and practical support and guidance to the resident through the first weeks and months of the new job. The best local information resource for identifying organizations that offer retention services is the local private industry council (PIC) or workforce investment board. Check the Internet for the state department of labor website and look up the number for the Workforce Investment Board in your city or county. Once centers identify organizations that offer retention services, this guide can serve as a resource for evaluating and selecting the most effective service providers.
- ❑ **Provide direct delivery**. For centers that choose to provide retention services directly, this guide identifies the key elements of an effective retention effort and presents strategies that some centers can use to supplement their existing retention services.

Ten Steps to Providing Effective Follow-up Retention Services

Step 1. Address Difficult Issues Residents May Face When They Become Employed

The critical period in residents' transition from public assistance to self-sufficiency is the initial weeks or months on their first job. To provide effective support, Neighborhood Networks staff must thoroughly understand the issues residents face in the workplace and how to assist them in getting through this crucial period.

The major issues that residents will encounter include:

- ❑ **Meeting the new performance, cultural and emotional demands of the workplace**. People who are new to the workforce are suddenly confronted with new questions and concerns about adapting to the workplace environment and balancing family and work demands. Neighborhood Networks centers can help residents understand the relationship between employer and employee and the importance of a professional demeanor. Issues surrounding child care and workplace behavior may also emerge.
- ❑ **Handling the new costs of going to work**. Financial management is one of the crucial needs of newly employed workers. Oftentimes, new workers have difficulties managing new and unexpected expenses. To be able to pay for new clothes, commuting costs, emergency baby sitters, car repairs, as well as the standard family expenses of food, rent, clothes and toys for the children, new workers must learn how to open a checking account and balance a budget.
- ❑ **Balancing family and work demands**. Newly employed individuals who have been on welfare or unemployed for a long time may have low self-esteem and they may have difficulty in ignoring negative reactions from family or friends about their decision to take a job. This can be the case with persons who must leave small children or infants with caregivers. Family loyalty may be questioned.

BEST COPY AVAILABLE

Step 2. Develop Tactics for Helping Newly Employed Residents at Critical Intervention Points

An effective follow-up retention program should have someone who can work intensively with individuals at the primary points of intervention:

- **Initial entry into the self-sufficiency process.** A successful transition into the workplace begins on the first day of job readiness preparation with the development of a positive attitude. Discussion should emphasize the importance of a strong work ethic and promote the three B's: be punctual, be responsible and be positive. During this pre-job placement period, the case manager and job seeker should identify and resolve, as soon as possible, all potential employment barriers, including child care, transportation, personal finance and legal issues.

- **Upon getting hired.** Review and resolve remaining barriers to employment, such as child care (availability, affordability and backup plans), transportation, legal or criminal issues and other personal issues. This step in the process requires more than a brief telephone call to check up on the resident. The process involves building trust between the case manager and the resident. That means providing frequent contact and support, asking probing questions and visiting the employment site when appropriate. This is a critical period in the transition to employment. To succeed, the newly hired person needs all the practical and moral support possible.

- **Career Development Plan.** Staff should design a long-term strategy with the employee that will ensure career growth, continued skill upgrades and in-house training with the current employer. A career development plan can provide case managers with a useful tool for tracking progress and working with new workers on their career goals and development. At the end of the three-month and six-month periods, staff can review the career plan with the worker to determine whether additional skills or a change in jobs is needed for further career growth.

- **First four weeks on new job.** There should be personal communication with the new employee, either by phone or in person, at least once a week during the first month and once a month thereafter, although the new employee should be encouraged to call her case manager any time a problem arises.

- **At the end of the initial six months.** Research indicates that some new workers may quit at this point in their initial employment. Reasons for leaving the job range from stress in balancing workplace and family demands to lack of wage increases or job promotions, or the perception of little career advancement potential at the company. To promote job retention and career advancement at this point, Neighborhood Networks staff should review the new worker's progress, his/her achievements, and transferable skills that have been acquired. If career growth does not seem promising with the current employer, staff should advise the worker about how to seek new employment at companies that offer sustainable career growth.

- **When residents lose their first or second job.** Understandably, a person's confidence and self-esteem can be shaken by this experience. Once they understand why they lost the job, Neighborhood Networks staff should encourage them to move forward and immediately undertake a new job search by helping them to update their resume, check local Help Wanted classified ads and call to arrange interviews. This is a period that often requires one-to-one counseling. Frequently, communication with residents during this period is essential to prevent them from dwelling on the loss of the job and losing the ambition to continue the job search effort.

Step 3: Identify and Develop an Effective Retention Program

Whether Neighborhood Networks centers decide to contract for retention services with a local service provider or develop their own program, several program components should be identified to develop or work with an effective program.

- Proactive and supportive staff. Staff should establish trusting relationships with their clients and know their personal histories, potential employment barriers, strengths and weaknesses.

- Frequency and length of service support. The most effective programs include weekly, personal contact by case managers with both the client and the worksite supervisor (depending on resident preference) during the first month on job. Thereafter, there should be a minimum of one personal communication a month with the client. Clients should be encouraged to contact case managers regarding a problem at any time. Similarly, work-site supervisors should be encouraged to call.

- Employer support for on-site mentoring and job coaching support for residents. Some service providers with effective retention services also educate employers on the importance of establishing Employee Assistance Programs (EAP). EAPs are company-operated programs that typically offer a telephone hotline that employees can call to get information and referrals on a wide range of issues, such a personal finances, substance abuse problems, child care problems, legal issues, and work related problems. EAPs also increasingly provide financial support or partial tuition reimbursement to employees who want to acquire further education related to their specific job assignments. They also assist in establishing such programs or make suggestions for improving these programs to respond to issues of entry-level workers.

- Neighborhood-based, weekly peer support groups. In support groups, clients can share successes, concerns and common workplace issues with others who are working.

To evaluate existing retention programs, ask the service provider for names of some employers to call to get their assessment of case management support of entry-level workers hired. Also ask for the names of some clients to contact to get their assessment of the retention support. Also examine their clients retention percentages at the six- and 12-month marks. For clients with few employment barriers, 55-60 percent retention rate is realistic. Be suspicious of retention percentages exceeding 85 percent. These percentages are relative, based on the amount of employment barriers of the population served.

Step 4: Determine the Scope of Retention Services Residents Need to Succeed in the Workplace

Because retention services are costly and labor intensive, Neighborhood Networks centers should develop strategies targeting residents who are at greatest risk of failing in their first job. This requires centers to screen extensively to identify individuals who have the greatest barriers to sustained employment, and then compile a database that is accessible to staff and case managers. By separating residents into categories of high, medium and low risk, centers can ensure that all residents are provided some retention support, instead of concentrating all available resources on the high-risk group.

Potential barriers to employment include:

- Pre-school children and potentially unstable child care arrangements. Research indicates that care by relatives is less reliable than center-based care or other informal child care.

- Low level of basic skills and little work experience.

- Lack of high school diploma or GED, and low math/ reading literacy.

- Less than 20 years old.

- Absence of supportive adult in household.

- Lack of a driver's license.

- Lack of transportation.

- An existing health problem.

- Minimum wage job without benefits.

A resident with three or more of these barriers will need extensive job retention services to succeed.

To ensure broader coverage for residents, Neighborhood Networks centers should design a mixed strategy of retention support services:

- **High risk**: A resident faced with three or more of these barriers is at high risk. In-person, weekly contacts with the resident during the first month on the job and monthly contacts for the first six months are essential. The resident should be engaged in a neighborhood-based peer support group. The case manager should provide constant encouragement, one-to-one counseling, as needed, and be available by telephone or in person for the resident when a problem arises. The case manager should also be in contact with worker's supervisor to identify early warnings of potential problems.
- **Medium risk**: A resident with two or more barriers is considered at medium risk. Weekly telephone contact with the resident during first month on job and monthly contacts for the first six months is recommended and inclusion of resident in a neighborhood-based peer support group is optional. The case manager should provide ongoing encouragement and provide one-to-one counseling when the resident seeks it or when the case manager considers it necessary. Contact with the worker's supervisor is not necessary unless a problem arises.
- **Low risk**: **Individuals at low risk would identify at least one barrier**. Weekly telephone contact with the resident during first month on the job and monthly telephone contacts for the first six months should suffice. The case manager should provide ongoing encouragement, but restrict one-to-one counseling only in a situation where resident is in danger of losing job.

Retention services for all risk categories should include job search help for those residents who lose first or second jobs. Support should include information for both employers and residents on the benefits of the Earned Income Credit.

Earned Income Credit

The Earned Income Credit (EIC) is a tax benefit for low-income workers. The additional income families receive through the credit can help them retain their jobs by allowing them to pay for job-related expenses such as child care and transportation. However, many workers who are eligible are not receiving the credit because they are not aware of it. Neighborhood Networks centers should make sure that residents who are moving from welfare to work are aware of the EIC. For more information download the EIC outreach kit from the Center for Budget and Policy Priorities website (http://www.cbpp.org/eitc98.htm).

Step 5. Assess and Deliver Retention Services

Establish a relationship with a local service provider. Conduct an assessment of local service providers to determine which one offers the best follow-up retention services for TANF recipients and low-income residents, based on criteria outlined in Step 3.

- Sign a Memorandum of Understanding with the provider regarding specific services it will provide residents and the duration of these services.
- Providers should not charge for this service if residents are TANF-eligible. Most states offer performance-based contracts to providers based on post-employment retention services delivered to TANF recipients.
- Federal competitive grant funding for retention support is also available.

Design and deliver on-site training for local staff. Neighborhood Networks centers can utilize local providers or nonprofit groups to train staff to deliver case management retention support, but the actual delivery of services should be done in collaboration with job placement providers and employers.

Supplement service provider retention support with community volunteers. Neighborhood Networks centers can fill in the gaps of follow-up retention services by utilizing volunteers from organizations such as AmeriCorps or VISTA. Local mentoring groups can also supplement the retention effort.

Step 6. Evaluate and Upgrade Essential Local Support Services

Neighborhood Networks centers should research the availability of supplemental case management retention support services essential to helping residents retain employment and move towards self-sufficiency. The services that are needed include:

- **Child care for weekends and late shifts**. Entry-level workers often must work late, overnight shifts or weekends to keep their jobs. Child care is frequently unavailable or very costly at those times and residents are forced to leave children with relatives. This can be an unstable situation that results in additional stress to the worker and can lead to job loss if there are numerous absences. To fill this gap, local churches or community centers can provide volunteers for child care.

- **Transportation assistance**. The better-paying jobs are often located outside the city limits in areas that are not accessible by public transportation. To encourage residents to take and keep those jobs often requires a local initiative funded by employers or the local Workforce Investment Board (WIB) to provide van service to TANF and low-income workers. Neighborhood Networks centers should contact local nonprofit providers, the WIB or employers to see if this service exists. Employers often pool their resources to transport workers on late or overnight shifts from downtown bus stops to work sites.

  In some cities, there are programs that provide donated used cars and free maintenance to TANF and low-income workers who have the signed promise of a job. These participants must keep the jobs in order to keep the cars.

- **Money management**. Cash flow can present a temporary problem to new employees, affecting their ability to pay rent or utilities or buy groceries. Neighborhood Networks centers can offer two solutions to this problem: encourage residents to attend a local budget management course to learn how to better manage their income; and create a "rainy-day" fund to provide one-time only cash grants to residents who can demonstrate good cause for the financial shortfall.

- **Substance abuse therapy groups**. Individuals new to the workforce often begin to drink or use drugs after being "clean" for months or years because of the stress of demands in the workplace. Neighborhood Networks centers should be able to direct residents to treatment if this situation arises.

- **Local Action teams of volunteers to supplement retention support**. Some communities have organized a group of volunteers with knowledge about issues pertinent to newly employed residents. These volunteers have expertise in substance abuse, domestic abuse, and child and adult psychology. Some volunteers are neighborhood residents who are willing to mentor or simply listen.

Step 7. Utilize Local Mentoring Programs in Supplementing Retention Efforts

Research indicates that mentoring of TANF and low-income workers improves their chance of success in a new job by as much as 20 percent over individuals without mentoring services. Utilizing local neighborhood mentoring groups is a cost-effective method by which Neighborhood Networks centers can deliver added value to follow-up retention initiatives.

- **Partner with local neighborhood mentoring programs.** There are several potential sources that operate their own mentoring programs or offer direction to existing ones in the community. They include:

  - The local Workforce Investment Board

BEST COPY AVAILABLE

- Retired executives from the largest local corporations
- Service Corps of Retired Executives (SCORE), a national organization of retired executives with chapters in most major U.S. cities
- A local retirement center or residential facility for the elderly
- Federal agencies with large local offices, such as the Social Security Administration
- The local United Way chapter
- Local churches or faith-based organizations

❑ **Create a local mentoring program.** Neighborhood Networks centers should try to partner with community groups to start a mentoring program although centers should beware of taking on the daily operation of a program unless they have staff who can commit to work full time.

Operating a mentoring program is extremely labor intensive. It requires extensive planning, training and hands-on supervision of aspiring mentors. High attrition rates are common because many volunteer without realizing the commitment of time, energy and emotion the program requires. There are also frequent mismatches between mentor and resident.

Step 8. Create and Implement Employer Outreach and Information Programs

A supportive and enlightened employer is just as essential to an entry-level worker's ability to make a successful transition into the workplace as an effective post-employment retention program.

Regardless of how supportive their retention program is for residents, Neighborhood Networks centers should supplement that effort with an Employer Information Program that targets the largest local employer of entry-level workers. This program should include:

❑ **Educating employers about the disadvantaged.** This is particularly helpful for employers and frontline supervisors who have lingering negative preconceptions about welfare and the disadvantaged. Neighborhood Networks centers should offer to connect employers with organizations that train supervisors.

❑ **Mentoring.** Inform employers about the value of mentoring or on-site job coaching and the value-added quality it brings to the reducing attrition among entry-level workers. To emphasize the value of this practice among employers, Neighborhood Networks centers should provide examples of mentoring Best Practices. (See Appendix I)

❑ **Help employers establish their own EAP.** Establishing an Employee Assistance Program (EAP) is another aid to employers in boosting productivity and reducing staff turnover. Neighborhood Networks centers could broker an arrangement among a group of small employers to pool resources to provide this type of assistance.

❑ **Financial incentives.** Historically, employer subsidies have not encouraged many businesses to hire workers with low skills or spotty job history. But recent surveys indicate small employers may be unaware of earned income tax credits or other federally-sponsored training programs like the Work Opportunities Tax Credit Act that can help to defray the cost of training entry-level workers with few skills. Neighborhood Networks centers should provide a package of information about the financial incentives for employers who are interested in hiring residents. Centers should contact their local Workforce Investment Board or local state Department of Labor office for this information.

Step 9. Identify Better Jobs and Market Niches for Residents

There is an understandably high turnover rate in low-wage jobs that have neither benefits nor opportunities for career advancement. Neighborhood Networks centers should help residents focus on local target

industries and occupations where wages and benefits are improving or offer advancement.

There are several options centers can use to direct residents toward better jobs and self-sufficiency:

- **Identify local companies with big entry-level worker demand**. Meet with local companies that have high demand for entry-level positions and offer good salaries and benefits. Make sure the company's hiring requirements are an appropriate match for the skills and academic achievements of residents. Some employers require high school diplomas and specific hard skill sets, such as introductory or advanced computer experience, to perform the available position. Local workforce investment boards or local business organizations oftentimes can help identify these companies.

- **Encourage additional training and education opportunities**. Lifelong learning, skill acquisition and upgrading is essential to career advancement. Neighborhood Networks centers should encourage residents to take additional courses to obtain their GED or training to improve their literacy and communications skills.

- **Encourage employers to offer incumbent worker upgrade training**. Neighborhood Networks centers should have a dialogue with local companies about the importance of offering skill upgrade or literacy training to their entry-level workers who have demonstrated reliability and a strong work ethic. For example, one company paid for a tutor to come to the company site after hours to provide English as a Second Language training to all interested employees. Other companies offer computer and data entry training and resume writing classes in on-site resource rooms that employees can take advantage of during their lunch breaks.

- **Creating linkages between secondary labor markets**. One strategy for creating career advancement opportunities for entry level workers is an employer consortium brokered by local workforce investment boards or unions. Linkages would be established between industries in the secondary labor markets that offer low skill, low wage jobs with high attrition and industries in the primary labor markets that offer better job opportunities. The objective would be to reduce attrition rates in the secondary labor markets by promising workers to move them into better paying jobs if they agree to stay in the entry level jobs for at least six months.

Step 10. Establish Resource Centers for Residents in Their Second or Third Jobs

Entry-level workers with multiple barriers to employment will often move through several jobs before finding one they can hold and manage well. Effective retention services should include helping workers find new jobs as soon as possible after losing one. Research indicates that the longer the hiatus between losing one job and starting a new job search, the greater the chance that the individual will stop looking and return to public assistance. Neighborhood Networks centers should consider offering a variety of services to support residents in search of new employment.

Those services could include:

- **Establish local "resource rooms" for job searches**. Neighborhood Networks centers could either partner with local One Stop employment centers to allow residents use of facilities to type resumes, use phones to set up interviews, etc, or create their own "Resource room" on-site. These areas also provide a place for case managers to do some one-to-one counseling with residents required for effective retention efforts. These resource rooms should be made available for residents to use during evenings and weekends.

- **Provide additional interview training**. Residents who have cycled through several jobs will need to know how to explain this truncated job history as they apply for new jobs. Interview training for second or third job searches is essential. Neighborhood Networks centers should approach local service providers to ask if they can offer trainers to work conduct seminars on job interview techniques.

- **Establish peer-based support groups**. A valuable asset to residents cycling through a variety of jobs is a weekly neighborhood based peer support group. The group offers residents a place to share the frustrations, fears, low self-esteem, and other issues associated with losing a job with others in the same situation. The dynamics of a group like this often encourages residents to gain new inspiration to look for a better job and keep it this time.

National Best Practice Retention Support Models:

- Employment Trust Inc., Portland, Me. "Managed Work Services." Contact Richard Peterson, President, (207) 775-1924. ETI specializes in training and placement of the hard-to-serve. Its Managed Work Services model embraces a work-first approach coupled with intensive on-site support as needed.
- Sasha Corporation, Cincinnati, Ohio. "The Missing Link." Contact Brenda Corbett, retention consultant, at (513) 232-0002. www.sashacorp.com. Improving supervisory skills is the heart of Sasha Corporation's "Missing Link" program. The program increases supervisors' people skills. It aligns their expectations with reality. Supervisors learn to be more aware of employees' needs, and begin to understand what it takes to motivate employees to be highly productive and happy.
- State of Rhode Island, Employment Retention Services Unit. Contact June Allen at (401) 464-5369. The unit's staff provides links between employers, service providers and TANF agency staff to advocate for appropriate support services, provide counseling directly on domestic and workplace adjustment issues, and develop job placements and employer-customized training that promises job placement.
- Sister to Sister, Ramsey County, MN. "Monthly peer support groups." Contact Lynn Shullenberger at (651) 917-3324. It is a group of former and current welfare recipients who meet monthly to offer peer support – in contrast to mentoring and in an effort to equalize the relationship between those on and off welfare.
- Family Pathfinders, Texas Comptroller of Public Accounts Matches teams of trained volunteers for mentoring services. This is a network of connected individuals – from civil, business and church groups who provide mentoring and other services to TANF families participating in work activities. Contact: Lucy Todd at (800) 355-7284, ext. 52670.